

# **Qualitative Case Review**

## **Salt Lake Region**

**Fiscal Year 2006**

### ***Preliminary Results***

**Office of Services Review**

**June 2006**

## Executive Summary

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- Seventy-two cases were reviewed for the Salt Lake Region Qualitative Case Review. Reviews were held in December 2005 and April 2006 with 36 cases being reviewed in each review. One case was not scored on System Performance because the target child was on the run at the time of the review and could not be interviewed.
- **The overall Child Status score was 92%, which exceeds the exit requirement of 85%.**
- The Safety score was 94%, up 5 points from last year. Only four of the seventy-two cases had safety concerns.
- Excellent results were achieved on Appropriateness of Placement (94%) Health/Physical Well-being (100%), and Caregiver Functioning (98%). Very good results were seen on Emotional/ Behavioral Well-being (83%), Learning Progress (85%), and Satisfaction (87%).
- There were modest increases in Stability (from 56% to 61%) and Prospects for Permanence (from 52% to 59%).
- **The overall System Performance score fell somewhat from 83% last year to 76% this year. It has fallen by 10 percentage points over the past two years.**
- There were promising increases in both Functional Assessment (from 52% to 69%) and Long-term View (from 54% to 58%). There were slight decreases in the other four indicators: Teaming (from 80% to 75%), Planning Process (from 72% to 68%), Plan Implementation (from 86% to 79%) and Tracking and Adaptation (from 77% to 75%).
- Foster care cases scored somewhat better than home-based cases on Child Status (96% versus 85%) and they scored significantly better than home-based cases on System Performance (82% versus 65%).
- While only 24% of the workers reviewed last year were new workers, 37% of the workers reviewed this year were new workers (with one year or less of work experience). The cases of new and experienced workers performed similarly in Child Status (93% vs. 91%), but they performed very differently on System Performance. Experienced workers had acceptable System Performance on 84% of their cases while new worker had acceptable System Performance on only 63% of their cases.
- Last year 25% of workers had high caseloads (17 or more cases). This year the number of workers with high caseloads fell to just 10%!

## Methodology

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The Qualitative Case Review for the Salt Lake Region was divided into two parts and was held in December 2005 and April 2006. Seventy-two open DCFS cases were selected and reviewed, with 36 cases reviewed in each of the reviews. For each review, cases were pulled by office from across the entire region without regard to the former boundaries of the Salt Lake, Granite, and Cottonwood regions. In the first review one of the target children was on the run at the time of the review; therefore, this case was automatically scored unacceptable on Safety and on Overall Child Status. Because the child could not be interviewed, System Performance was not scored. Therefore, the total number of cases scored on overall Child Status was 72 while the total number of cases scored on System Performance was 71.

The cases were reviewed by certified reviewers from the Child Welfare Policy and Practice Group (CWPPG), the Office of Services Review (OSR), and the Division of Child and Family Services (DCFS), as well as first time reviewers from DCFS, community partners and child welfare professionals from other states. The cases were selected by CWPPG based on a sampling matrix assuring that a representative group of children were reviewed. The sample included children in out-of-home care and families receiving home-based services such as voluntary supervision, protective supervision and intensive family preservation. Cases were selected to include offices throughout the region.

The information was obtained through in-depth interviews with the children (if old enough to participate), their parents or other guardians, foster parents (when placed in foster care), caseworkers, teachers, therapists, service providers, and others having a significant role in the children's lives. In addition the children's files, including prior CPS investigations and other available records, were reviewed.

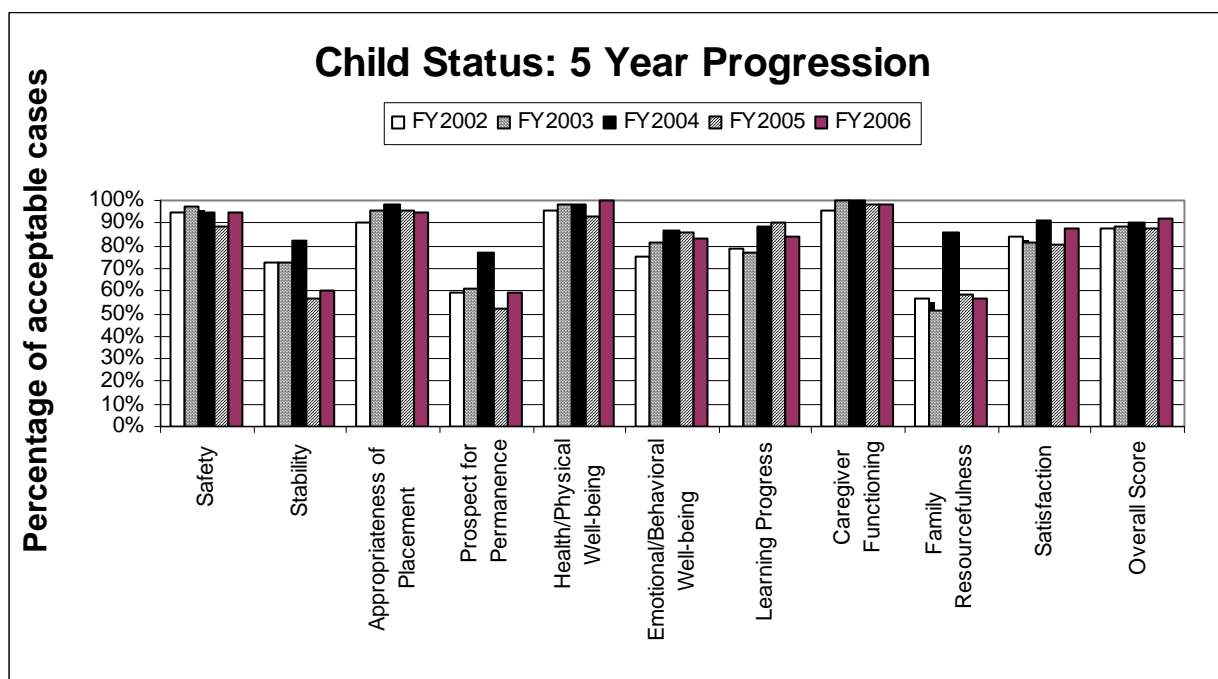
## Performance Tables

Preliminary data

The results in the following tables are based on the scores provided to OSR at the end of the Salt Lake Region review. They contain the scores of 72 cases. These results are preliminary only and are subject to change until reviewed by the court monitor.

Salt Lake Region Child Status				FY02	FY03	FY04	FY05	FY06
	# of cases (+)	# of cases (-)	Exit Criteria 85% on overall score					Current Scores
Safety	68	4	94%	94%	97%	94%	89%	94%
Stability	43	28	61%	72%	73%	83%	56%	61%
Appropriateness of Placement	67	4	94%	90%	96%	99%	96%	94%
Prospect for Permanence	42	29	59%	60%	61%	77%	52%	59%
Health/Physical Well-being	70	0	100%	96%	99%	99%	93%	100%
Emotional/Behavioral Well-being	59	12	83%	75%	81%	87%	86%	83%
Learning Progress	60	11	85%	79%	77%	88%	90%	85%
Caregiver Functioning	45	1	98%	96%	100%	100%	98%	98%
Family Resourcefulness	21	16	57%	57%	51%	86%	58%	57%
Satisfaction	62	9	87%	85%	81%	91%	80%	87%
<b>Overall Score</b>	<b>66</b>	<b>6</b>	<b>92%</b>	<b>88%</b>	<b>89%</b>	<b>90%</b>	<b>88%</b>	<b>92%</b>

- 1) This score reflects the percent of cases that had an overall acceptable Child Status score. It is not an average of FY06 current scores.  
 Note: These scores are preliminary and subject to change.



### **Statistical Analysis of Child Status Results:**

**The overall Child Status score was 92%, which exceeds the exit requirement of 85% for the seventh consecutive year.**

Safety scored very well with 94% acceptable cases. There were only four cases with safety concerns out of 72 total cases. One of these four cases was automatically scored unacceptable because the child was on the run at the time of the review.

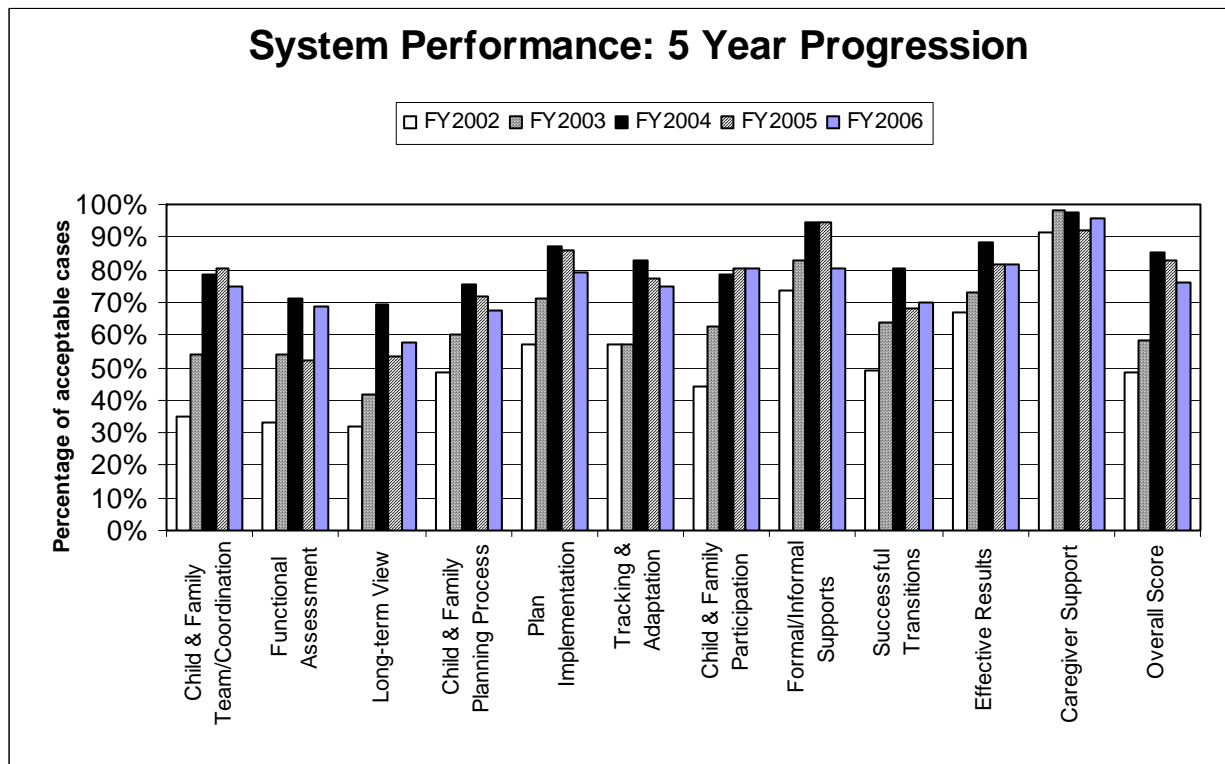
Excellent results were achieved on Appropriateness of Placement (94%) Health/Physical Well-being (100%), and Caregiver Functioning (98%). Very good results were seen on Emotional/ Behavioral Well-being (83%), Learning Progress (85%), and Satisfaction (87%).

After a significant decrease last year in Stability (from 83% to 56%), there was a slight increase this year to 61%. Prospects for Permanence also regained a few points this year after falling significantly last year, rising from 52% to 59%. Family Resourcefulness remained at nearly the identical level this year as last year (57% and 58%).

Salt Lake Region System Performance - Combined					FY02	FY03	FY04	FY05	FY06
	# of cases	# of cases	Exit Criteria 70% on Shaded indicators						Current
	(+)	(-)	Exit Criteria 85% on overall score						Scores
Child & Family Team/Coordination	53	18	75%		35%	54%	78%	80%	75%
Functional Assessment	49	22	69%		33%	54%	71%	52%	69%
Long-term View	41	30	58%		32%	41%	70%	54%	58%
Child & Family Planning Process	48	23	68%		49%	60%	75%	72%	68%
Plan Implementation	56	15	79%		57%	71%	87%	86%	79%
Tracking & Adaptation	53	18	75%		57%	57%	83%	77%	75%
Child & Family Participation	57	14	80%		44%	62%	78%	80%	80%
Formal/Informal Supports	57	14	80%		74%	83%	94%	94%	80%
Successful Transitions	47	20	70%		49%	64%	81%	68%	70%
Effective Results	58	13	82%		67%	73%	88%	82%	82%
Caregiver Support	45	2	96%		91%	98%	98%	92%	96%
<b>Overall Score</b>	<b>54</b>	<b>17</b>	<b>76%</b>		<b>49%</b>	<b>59%</b>	<b>86%</b>	<b>83%</b>	<b>76%</b>

- 1) This score reflects the percent of cases that had an overall acceptable System Performance score. It is not an average of FY06 current scores.

Note: these scores are preliminary and subject to change.



## **Statistical Analysis of System Performance Results:**

### **Overall System Performance reached 76%.**

Five of the six core indicators remained near the level they achieved last year. Four indicators declined slightly (Teaming, Planning Process, Plan Implementation, and Tracking and Adaptation) and one advanced slightly (Long-term View). The notable exception was Functional Assessment which advanced an impressive 17 percentage points (from 52% to 69%).

Four of the five remaining system indicators scored identically to or within a few points of their score last year. Child and Family Participation scored 80%, Successful Transitions scored 70%, Effective Results scored 82%, and Caregiver Support scored 96%. The exception was Formal and Informal Supports which fell from 94% to 80%.

Three of the six core indicators exceeded the 70% exit criteria (Teaming, Plan Implementation, and Tracking and Adaptation). An additional two core indicators were within a point or two of meeting the exit criteria (Functional Assessment at 69% and Planning Process at 68%). The lagging core indicator was Long-term View which scored 58%.

## ANALYSIS OF DATA

### RESULTS BY CASE TYPE

Of the 71 cases scored on System Performance, 45 cases (63%) were foster care cases and 26 cases (37%) were home-based cases. Average scores were fairly similar across case types for both Child Status and System Performance. Foster care cases scored somewhat better than home-based cases on Child Status (96% versus 85%) and substantially better than home-based cases on System Performance (82% versus 65%). This exposes an excellent area for focusing on over the coming year. Salt Lake Valley region must improve the System Performance of its home-based cases in order to achieve the exit criteria for overall System Performance.

Case Type	# In sample	# Acceptable	% Acceptable	Average score
System Performance				
Foster Care	45	37	82%	4.3
Home-based	26	17	65%	4.1
Child Status				
Foster Care	46	44	96%	4.8
Home-based	26	22	85%	4.5

Only 50% of the PFP/PFR and PSC cases had acceptable System Performance, but there were only six of these cases. There were 20 PSS cases and they scored somewhat better; 70% of those cases had acceptable System Performance scores. Foster care cases scored the best with 82% of the cases being acceptable, nearly achieving the 85% exit criteria. Again the data illustrates the need to focus on home-based cases in order to improve overall System Performance scores.

Case Type	# In sample	# Acceptable	% Acceptable	Average score
System Performance				
PFP/PFR	4	2	50%	3.5
PSC	2	1	50%	4.0
PSS	20	14	70%	4.2
SCF	45	37	82%	4.3
Child Status				
PFP/PFR	4	2	50%	3.8
PSC	2	2	100%	5.0
PSS	20	18	90%	4.6
SCF	46	44	96%	4.8

## RESULTS BY PERMANENCY GOAL

Of the 71 cases scored on System Performance, 20 (28%) had a permanency goal of Adoption, 6 (8%) had a goal of Guardianship, 16 (23%) had a goal of Individualized Permanency, 13 (18%) had a goal of Remain Home, and 16 (23%) had a goal of Reunification. Cases with goals of Adoption, Guardianship, or Individualized Permanence did very well on System Performance, scoring from 88% to 100%. Cases with a goal of Remain Home or Reunification did not fare as well, scoring 62% and 50% respectively. They also had lower average scores than cases with other goals.

SYSTEM PERFORMANCE				
	# in sample	# Acceptable	% Acceptable	Avg score
Adoption	20	18	90%	4.6
Guard NR	5	5	100%	4.6
Guard Rel	1	1	100%	4.0
Ind. Perm.	16	14	88%	4.4
Remain Home	13	8	62%	3.9
Reunification	16	8	50%	3.7
TOTAL	71	54	76%	4.2

## RESULTS BY CHILD'S AGE

Last year of the 72 cases scored there were 32 cases (44%) with a young target child (0 to 12 years old) and 40 cases (56%) with a teenager (13+ years old). The scales tipped the other way this year. There were 37 young target children (51%) and 35 (49%) teenagers. There was also a change this year in how each of these groups scored on System Performance. Last year young children scored better than teenagers on both Child Status and System Performance. This year the youngest children (ages 0-5 yrs) had the lowest score on System Performance (70%). Teenagers scored a little better at 76% and children ages 6 to 12 scored the best (82%). On the Child Status side results were more typical. The youngest children scored the best (100%), then the older children (94%) then the teenagers (86%). Most importantly, every age group exceeded the 85% exit criteria on child status, an indication that the child welfare system is doing an excellent job of assuring that children are safe and their needs are being met.

CHILD STATUS				
	# in sample	# Acceptable	% Acceptable	Avg score
0-5 y.o.	20	20	100%	5.4
6-12 y.o.	17	16	94%	4.8
13+ y.o.	35	30	86%	4.3
TOTAL	72	66	92%	4.7

SYSTEM PERFORMANCE				
	# in sample	# Acceptable	% Acceptable	Avg score
0-5 y.o.	20	14	70%	4.3
6-12 y.o.	17	14	82%	4.4
13+ y.o.	34	26	76%	4.1
TOTAL	71	54	76%	4.2

## RESULTS BY CASEWORKER EMPLOYMENT LENGTH

Last year 24% of the workers reviewed were new workers (with one year or less of work experience). This year that percentage rose to 37%. As happened last year, the cases of new and experienced workers performed similarly in Child Status (93% for new workers and 91% for new workers); however, results were dissimilar on the System Performance side. Eighty-four percent of the cases of experienced workers scored acceptable while only 63% of the cases of new workers scored acceptable. It may be helpful for the region to explore why the results on System Performance were so different depending on the worker's level of experience.

CHILD STATUS				
	# in sample	# Acceptable	% Acceptable	Avg score
0-12 mo	27	25	93%	4.7
13+ mo	45	41	91%	4.7
TOTAL	72	66	92%	4.7

SYSTEM PERFORMANCE				
	# in sample	# Acceptable	% Acceptable	Avg score
0-12 mo	27	17	63%	4.0
13+ mo	44	37	84%	4.3
TOTAL	71	54	76%	4.2

## RESULTS BY CASELOAD

Last year 18 cases (25%) were managed by workers with high caseloads (17 or more cases). This year that number fell to seven, meaning that only 10% of the workers in the sample had high caseloads. It is very encouraging to see that the vast majority of workers in the sample had manageable caseloads. Caseload was not a significant factor in System Performance. Workers with manageable caseloads had acceptable scores on 77% of their cases while workers with high caseloads had acceptable scores on 71% of their cases.

SYSTEM PERFORMANCE				
	# in sample	# Acceptable	% Acceptable	Avg score
0-16 case	64	49	77%	4.2
17+ cases	7	5	71%	4.4
TOTAL	71	54	76%	4.2

## RESULTS BY SUPERVISOR

The cases reviewed in the Salt Lake Valley region represented 21 different supervisors. The number of cases reviewed from each supervisor varied from a high of six cases to a low of one case. Nearly all of the supervisors had excellent outcomes. Eight of the 21 supervisors had acceptable System Performance on all of their cases and another ten supervisors had one case that did not achieve acceptable System Performance. The region may want to note that there were three supervisors who each had five or six cases reviewed but only had acceptable scores on 50% or 60% of them. The charts on the following two pages illustrate how the cases of each supervisor in the Salt Lake Valley Region scored on System Performance.

SYSTEM PERFORMANCE				
	# in sample	# Acceptable	% Acceptable	Avg score
A	4	3	75%	4.5
B	6	3	50%	3.3
C	3	3	100%	5.3
D	5	3	60%	3.8
E	3	2	67%	4.0
F	1	0	0%	2.0
G	3	2	67%	4.7
H	1	1	100%	5.0
J	4	3	75%	4.5
K	5	4	80%	4.2
L	3	2	67%	3.3
M	6	5	83%	4.2
N	4	4	100%	4.8
P	4	4	100%	4.8
Q	3	2	67%	4.0
R	5	5	100%	4.6
S	1	1	100%	5.0
T	3	3	100%	4.3
U	5	3	60%	4.0
V	1	0	0%	3.0
W	1	1	100%	4.0
TOTAL	71	54	76%	4.2

## RESULTS BY OFFICE

Five of the 12 offices achieved System Performance scores that met or exceeded the exit criteria. In fact, four of these five offices had acceptable overall System Performance on 100% of their cases (A, E, J, and M). There were seven offices that did not achieve the exit criteria, but some of these offices had so few cases pulled that missing the mark on just a case or two caused them to fall below the criteria. However, there were three offices who had an ample number of cases pulled (six or more) who did not achieve the exit criteria. These are the C, D, H and K offices. The region may want to explore whether there are differences in how Practice Model is being implemented or practiced in these offices that would account for the lagging results. These offices also had lower overall average scores than most of the other offices.

SYSTEM PERFORMANCE				
	# in sample	# Acceptable	% Acceptable	Avg score
A	2	2	100%	4.5
B	6	5	83%	4.3
C	6	4	67%	4.0
D	6	3	50%	3.7
E	6	6	100%	5.0
F	3	2	67%	4.7
G	7	6	86%	4.3
H	13	8	62%	3.7
J	5	5	100%	4.6
K	10	7	70%	4.2
L	3	2	67%	4.0
M	4	4	100%	4.5
TOTAL	71	54	76%	4.2

## EFFECTS OF DELINQUENCY

Of the 72 cases reviewed, 19 were delinquency cases (27%). Delinquency cases did not score as well on either Child Status or System Performance as non-delinquency cases did. On Child Status non-delinquency cases outscored delinquency cases by 96% to 79%. On System Performance non-delinquency cases outscored delinquency cases by 79% to 68%.

CHILD STATUS				
	# in sample	# Acceptable	% Acceptable	Avg score
Delinquency	19	15	79%	4.2
Non-delinquency	53	51	96%	4.9
TOTAL	72	66	92%	4.7

SYSTEM PERFORMANCE				
	# in sample	# Acceptable	% Acceptable	Avg score
Delinquency	19	13	68%	3.9
Non-delinquency	52	41	79%	4.3
TOTAL	71	54	76%	4.2

## CONCLUSION












Salt Lake Valley region made progress on both Functional Assessment and Long Term View, the core indicators that were lagging last year, and achieved nearly the same levels they achieved last year on the other four core indicators. Overall Child Status achieved a new high of 92% acceptable scores. They also achieved excellent results on most of the individual Child Status indicators, particularly Child Safety which scored 94%. Some improvement could be made in Stability, Prospects for Permanence, and Family Resourcefulness. The high percentage of delinquency cases in the sample may explain why some indicators are lagging, given how the delinquency cases affected scores on both Child Status and System Performance.









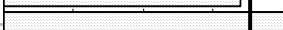


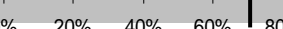


# APPENDIX

# APPENDIX 1

## Salt Lake Review #1 Outcomes

Salt Lake Region Child Status								
Review #1	# of cases	# of cases		FY02	FY03	FY04	FY05	FY06
	(+)	(-)	Exit Criteria 85% on overall score	Region-wide data				Current Scores
Safety	34	2		94%	97%	94%	89%	94%
Stability	21	14		72%	73%	83%	56%	60%
Approp of Placement	33	2		90%	96%	99%	96%	94%
Prospects for Permanence	21	14		60%	61%	77%	52%	60%
Health/Physical Well-being	35	0		96%	99%	99%	93%	100%
Emot/Behavioral Well-being	29	6		75%	81%	87%	86%	83%
Learning Progress	31	4		79%	77%	88%	90%	89%
Caregiver Functioning	22	1		96%	100%	100%	98%	96%
Family Resourcefulness	13	7		57%	51%	86%	58%	65%
Satisfaction	31	4		85%	81%	91%	80%	89%
<b>Overall Score</b>	<b>34</b>	<b>2</b>		<b>88%</b>	<b>89%</b>	<b>90%</b>	<b>88%</b>	<b>94%</b>
			0% 20% 40% 60% 80% 100%					

Salt Lake Region System Performance								
Review #1	# of cases	# of cases		FY02	FY03	FY04	FY05	FY06
	(+)	(-)	Exit Criteria 70% on Shaded indicators	Region-wide data				Current Scores
			Exit Criteria 85% on overall score					
Child & Family Team/Coord	25	10		35%	54%	78%	80%	71%
Functional Assessment	25	10		33%	54%	71%	52%	71%
Long-term View	22	13		32%	41%	70%	54%	63%
Child & Family Planning	27	8		49%	60%	75%	72%	77%
Plan Implementation	28	7		57%	71%	87%	86%	80%
Tracking & Adaptation	25	10		57%	57%	83%	77%	71%
Child & Family Participation	28	7		44%	62%	78%	80%	80%
Formal/Informal Supports	27	8		74%	83%	94%	94%	77%
Successful Transitions	23	11		49%	64%	81%	68%	68%
Effective Results	29	6		67%	73%	88%	82%	83%
Caregiver Support	22	2		91%	98%	98%	92%	92%
<b>Overall Score</b>	<b>28</b>	<b>7</b>		<b>49%</b>	<b>59%</b>	<b>86%</b>	<b>83%</b>	<b>80%</b>
			0% 20% 40% 60% 80% 100%					
(+ ) cases acceptable, (- ) cases needing improvement								

## Salt Lake Review #2 Outcomes

Salt Lake Region Child Status									
Review #2	# of cases (+)	# of cases (-)		FY02	FY03	FY04	FY05	FY06	
			Exit Criteria 85% on overall score	Region-wide data				Current	
								Scores	
Safety	34	2	94.4%	94%	97%	94%	89%	94%	
Stability	22	14	61.1%	72%	73%	83%	56%	61%	
Approp of Placement	34	2	94.4%	90%	96%	99%	96%	94%	
Prospects for Permanence	21	15	58.3%	60%	61%	77%	52%	58%	
Health/Physical Well-being	36	0	100.0%	96%	99%	99%	93%	100%	
Emot/Behavioral Well-being	30	6	83.3%	75%	81%	87%	86%	83%	
Learning Progress	29	7	80.6%	79%	77%	88%	90%	81%	
Caregiver Functioning	23	0	100.0%	96%	100%	100%	98%	100%	
Family Resourcefulness	8	9	47.1%	57%	51%	86%	58%	47%	
Satisfaction	32	4	88.9%	85%	81%	91%	80%	89%	
<b>Overall Score</b>	<b>32</b>	<b>4</b>	<b>88.9%</b>	<b>88%</b>	<b>89%</b>	<b>90%</b>	<b>88%</b>	<b>89%</b>	
				0%	20%	40%	60%	80%	100%

Salt Lake Region System Performance									
Review #2	# of cases (+)	# of cases (-)		FY02	FY03	FY04	FY05	FY06	
			Exit Criteria 70% on Shaded indicators	Region-wide data				Current	
			Exit Criteria 85% on overall score					Scores	
Child & Family Team/Coord	28	8	77.8%	35%	54%	78%	80%	78%	
Functional Assessment	24	12	66.7%	33%	54%	71%	52%	67%	
Long-term View	19	17	52.8%	32%	41%	70%	54%	53%	
Child & Family Planning Prox	21	15	58.3%	49%	60%	75%	72%	58%	
Plan Implementation	28	8	77.8%	57%	71%	87%	86%	78%	
Tracking & Adaptation	28	8	77.8%	57%	57%	83%	77%	78%	
Child & Family Participation	29	7	80.6%	44%	62%	78%	80%	81%	
Formal/Informal Supports	30	6	83.3%	74%	83%	94%	94%	83%	
Successful Transitions	24	9	72.7%	49%	64%	81%	68%	73%	
Effective Results	29	7	80.6%	67%	73%	88%	82%	81%	
Caregiver Support	22	1	95.7%	91%	98%	98%	92%	96%	
<b>Overall Score</b>	<b>26</b>	<b>10</b>	<b>72.2%</b>	<b>49%</b>	<b>59%</b>	<b>86%</b>	<b>83%</b>	<b>72%</b>	
				0%	20%	40%	60%	80%	100%

## APPENDIX 2

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### EXIT CONFERENCE

December 9, 2005

#### STRENGTHS

##### Engagement

- Good engagement skills with provider/caretaker/family [02] [06] [17] [30] [07] [29] [35] [11]

##### Teaming:

- Good communication/coordination among team members [03] [05] [06] [02] [33] [35] [10]
- Common understanding of the issues [27] [15]
- School was involved [30] [26]
- AG and/or GAL were active participants in the case [13] [36]

##### Assessment

- Underlying needs were well known [14] [35]
- New Functional Assessment form [15] [12]

##### Adaptation/Tracking

- Adaptation was timely [14] [02]

##### Caseworker

- New workers jump right into their job with a good understanding of the Practice Model [19] [05] [15] [36]
- Caseworker is very supportive of the family [31] [28]

##### Caregiver Functioning:

- Providers are willing to take sibling groups and special needs kids [19] [29]
- Good/timely kinship placement [31] [28] [14]

##### Mentoring:

- Supervisors mentoring new workers and actively participating in Team Meetings.

## PRACTICE IMPROVEMENT OPPORTUNITIES

### Teaming:

- Include the school [03] [36] [05] [02]
- Include/identify informal supports [15] [02] [12] [30]
- Include all team members [20] [29]
- Team meetings need to be used as needed

### Assessment

- Needs to be a solution focused assessment [14] [17]
- Use outside professional assessments and informal assessments [10] [36] [27]
- Develop/identify underlying needs [19] [16] [11] [26]

### Long Term View

- Need specific steps to get to LTV [11] [33] [36]

### Planning

- More detail on the plan [06] [35]

### Visitation

- Using visitation as a consequence [11] [36]

## SYSTEMIC BARRIERS

Transporting parents from jail to court, at all or on time [28] [04]

Under-assessing the impact of DV by the professionals in the team [36]

Judge sets goals or goes against the recommendations of the team (Tooee?)

No expectation for GAL or AG to participate in teaming [15]

Lack of placements for sexually reactive kids too young for established providers [15]

12-month time frame for permanency is too rigid [02]

Mandatory change of workers when case goes to IL [12]

YIC classes are stigmatizing [17]

YIC program not fully implemented [20]

Adoption process subsidy coordination [19]

Tooee has limited number of Medicaid providers [20]

GAL has too many cases [20]

Need availability of DCFS staff after business hours [07]

ICPC delay complicates attachment and loss issues [13]

Spanish speaking workers [26]

Need services for children with educational delays that don't qualify for special education services [07]

## SUGGESTIONS FROM REGION STAFF

1. Teaming:
  - a. Ask, "Who is missing from this team?"
  - b. Teachers:
    - i. It shouldn't be that difficult to involve YIC teachers on foster care cases. The barrier occurs when the case is home-based and the parent is primarily responsible for education. Better engagement of the parent is needed to improve monitoring of educational needs.
    - ii. Ask the teenagers which of their teachers should be included on the team.
  - c. Consider contractual improvements so that providers can continue after DCFS closes the case.
  - d. Have the worker ask the family if they are interested in having the tribal social worker as a team member.
2. Child and Family Assessment / Long-term View
  - a. Continue efforts to achieve clarity between assessment, planning and long-term view.
  - b. Help parents get past the day-to-day challenges so that they can begin planning for the future.
  - c. Engage the team members so they come together in a unified view. Clarify the primary vs. the concurrent goal.
  - d. Use assessment pieces to focus on attainable, realistic goals.

## PROCEDURAL ISSUES

1. Allow more time for scoring before the exit interview; schedule the exit interview just before the debriefing.
2. Pay more attention to allowing the supervisor to attend as many exits as possible.
3. Consider having exit interviews on Friday morning.

# EXIT CONFERENCE

April 7, 2006

## STRENGTHS

### Assessment:

- Good identification of child's needs (SL42)
- Form and content of the assessment is much better (SL49)
- Caseworker had good skills to assess the needs of the family in a complex situation (SL55)
- Focus on the specific needs of the child (SL55)
- Good identification of underlying needs (SL50)
- Assessment that draws conclusions (SL47)
- It was an ongoing process (SL52)

### Long-Term View:

- Long-Term View form is helpful (SL49)
- Good attention to planning for the future and for imminent transitions (SL41)
- Intermediate steps were clearly identified (SL67)
- Developed immediately by the team, included what the child needed to be able to do when she transitioned out of foster care. (SL52)
- Long-term View was shared by everyone and very inclusive. (SL68)
- Child and team all had a clear understanding of the goal, how it would work, and what the concurrent plan was. (SL54)

### Planning:

- Plan was inclusive of child's medical needs. Everyone understood what they needed to do. (SL39)
- Need statements more reflective of underlying needs (SL68)
- Adaptation of the plan to recognize the needs of the adolescent; and listen to the input of the adolescent. (SL52)
- Good follow through to details that might have been easy to lose track of. (SL68)
- Good prioritization of the sequencing of objectives in the plan (SL54)

## PRACTICE IMPROVEMENT OPPORTUNITIES

### Child and Family Assessment:

- Need statements need attention (SL49, SL57)
- Assess educational needs as the child's life situation changes (SL47)
- Better use of information including formal assessments for case planning (SL63, SL46)
- Assess and plan for the future role of the biological grandparent after adoption is finalized (SL51)
- Complete formal assessments for youth (SL57)
- More thorough assessment of underlying needs (SL72)
- Better assessment of in-home needs (SL69)
- Better assessment of the current need to bridge the gap before the TAL services begin. (SL60)
- The written document needs to capture all of the assessments that are available. (SL54)

### Planning:

- Plan needs to be more balanced between what the parent needs to do vs. what the agency needs to provide, rather than just a long list of what the parent needs to do. (SL49)
- Make sure the proper sequence is followed. Connect Family Assessment, LTV, Case Plan (SL67)
- Enhance how the assessment, big picture and evaluation impact on planning and LTV (SL70)
- Key member of the planning was excluded, impacting the outcome of the case (SL61)

### Long-Term View:

- Include all pertinent areas needing attention, i.e. substance abuse and employment. (SL58)
- More specific steps for the biological parent (father) (SL47)
- Enhance the LTV by assessing what could go wrong with LTV and develop strategic steps (SL52)
- Be sure to ask solution focused questions when developing the LTV (SL59)
- Understanding and being able to render LTV to written plan (SL60)

## RECOMMENDATIONS

### Assessment:

- Use the team meetings to craft and update the assessments, as needed, with a focus on the child and family voice.
- Utilize the expertise from within the family. Engage with the child and family in the continuous feedback process.
- Continually assess the child and family situation.
- Pay attention to the sequencing of the assessment process.
- Assure adequate depth of assessments and continuous questioning to capture all of the underlying needs.

### Long-Term View:

- Make it a routine part of the practice to have an alternative plan to address what could go wrong.
- Assess whether team members believe the plan will work.
- Incorporate the concurrent plan in the planning process.
- Examine all of the options and not just focus on the way things have been done in the past.
- Address meeting underlying needs even beyond case closure.

### Planning:

- Address the continuum of needs throughout the case, with specific individual needs, including a balance of steps for the family and the agency.
- Engage the family so that they feel an ownership of the plan, it is the family's plan, not the workers.
- Enhance communication amongst team members to maintain the flow of the process.
- Make sure that underlying needs identified at the meetings are adequately addressed in the plan.

## NEXT STEPS FROM THE REGION

- Professionals look at underlying needs
- Follow up with provider treatment plans to be sure they are addressing all relevant needs
- Constantly scrutinize ourselves so that the little things don't get missed